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Shultz acts to position career policymakers

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As the second Reagan term gets under way, Secretary of State George P. Shultz appears to be working quietly to professionalize the making of foreign policy and lay the groundwork for pragmatic policies and solid achievements.

Diplomatic observers see recent and prospective personnel changes as a sign that Mr. Shultz is moving assertively to dominate the foreign policy scene despite continuing differences of view and bureaucratic squabbling within the administration. He is managing to put knowledgeable people in important posts and, according to State Department sources, is planning further changes of lower-level positions.

According to administration officials, Shultz has also established a close and effective working relationship with Robert C. McFarlane, the President's national-security adviser. While both must still take account of Defense Secretary Caspar W. Weinberger and CIA Director William J. Casey views, they now have more weight in the decisionmaking process.
